

FHPAP Project Work Plan – St. Louis County

All requested information is needed prior to **August 15, 2013** to execute the contract.

(Note: Failure to provide sufficient information to the satisfaction of Minnesota Housing could result in loss of funding for this project.)

1. Total Budget and Outputs

- a. Total Budget and Outputs Table (Attach form) - Final budget and outputs should be reflective of application content and final award amount.
- b. Budget and Outputs Rationale - Please submit a brief narrative under Action Plan covering stated expectations.

Expectation	Action Plan
<p>Provide rationale for final budget & output targets</p> <ul style="list-style-type: none"> • Demonstrate reasonableness of budget based on staff workload, staff cost, leverage \$, & fair market rent cost • Describe involvement of Advisory Committee members & MICH rep on revision process • If application included innovation, please detail any revisions to the proposed activities <p>Provide rationale (performance info,</p>	<p><u>Reasonableness of Budget</u></p> <p>Outcome expectations in regard to households served and budget allocations have been revised to adjust for the final FHPAP allocation to St. Louis County. This was based on input from various stakeholders including providers, the Data Subcommittee of the Leadership Council (Advisory Committee), the project accountant, and county coordinating staff. Decisions were based on overall project goals, initial sub-grantee provider ranking, available staffing and dollars as well as local housing costs in the two different areas (north and south) of St. Louis County.</p> <p>Meetings with providers and the Homeless Response Committees in Duluth and on the Iron Range, including collaboration with the CoC Coordinator and City of Duluth Community Planning Department were held to review past biennium outcomes and trends. The revisions included evaluations of need and strategizing around target populations in light of reduced funding. The decision was to continue to serve singles and youth and to increase homeless services to families with children.</p> <p>In light of reduced funding from FHPAP and other sources for leverage, providers reviewed past need regarding utility deposits and rent deposits. It was determined that since there are more prevention households expected on the Iron Range, those households generally have a high need for utility assistance for utility back payments. If relocating, they will have a high utility deposit required. The funding previously used for this is no longer available.</p>

<p>selection criteria, etc.) and methods for funding allocation for all sub-grantees</p>	<p>Homeless households have a higher need for rental deposits since they are looking to get in to a new place, and prevention households are often staying in the same location.</p> <p><u>Involvement:</u></p> <p>The Leadership Council Data Subcommittee reviewed St. Louis County RFP's and data by sub-grantee providers to determine reasonableness of budgets by comparing a cost per household in relation to FTE's and to determine changes to the initial application budget.</p> <p>Current FHPAP providers, community planners and Leadership Council Advisory Committee have developed an overall county-wide plan to increase homeless services to families with children by identifying a need for additional shelter providers to be included in the FHPAP program in Duluth, and by closer collaboration with the area school district homeless liaisons.</p> <p><u>Rationale and Innovation:</u></p> <ul style="list-style-type: none"> • Selection for funding based on RFP ranking process by Leadership Council including MICH Rep. • Duluth Shelter Project (Safe Haven and AICHO Dabinoo'Igan) ranked highest and is added to the FHPAP program for the 2013-2015 biennium to increase homeless service to families with children by developing a diversion and rapid re-housing program. • County wide agreement to continue to fund Legal Aid with locations both north and south as an essential prevention tool. With substantial leveraging Legal Aid both in Duluth and on the Iron Range provides significant eviction prevention for very low FHPAP dollars. • AEOA continues to provide a central access location and assessment on the Iron Range providing service to singles and collaborating with Range Transitional Housing and the Youth Foyer for service to families and unaccompanied youth. • AICHO and Bois Forte will continue to provide essential culturally specific services to Native Americans throughout St. Louis County. AICHO provides a central welcoming location for the Native American homeless in the Duluth area community and Bois Forte will provide access for the rural and reservation communities. • Salvation Army will continue to be an FHPAP provider in the Duluth area to serve singles and families. Support service dollars were reduced and direct assistance service dollars were increased compared to their initial application to keep in line with County-wide goal of no more than 50% for support service. Salvation Army will continue to collaborate with LifeHouse to be the provider for
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	unaccompanied youth in the Duluth area with AICHO and Bois Forte providing services for Native American unaccompanied youth.
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c. Sub-grantee(s) Information (Complete one table for each Sub-grantee)

Agency Name:		Duluth Shelter Project					
Funding Amount:		\$95,536					
Prevention				Homeless Assistance (HA)			
Single		Family		Single		Family	
Youth #	Adult #	Youth #	Adult #	Youth #	Adult #	Youth #	Adult #
0	0	0	0	0	33	18	69

Agency Name:		Arrowhead Economic Opportunity Agency (AEOA)					
Funding Amount:		\$219,315					
Prevention				Homeless Assistance (HA)			
Single		Family		Single		Family	
Youth #	Adult #	Youth #	Adult #	Youth #	Adult #	Youth #	Adult #
0	40	0	45	10	33	0	28

Agency Name:		American Indian Community Housing Organization (AICHO)					
Funding Amount:		\$100,020					

Prevention				Homeless Assistance (HA)			
Single		Family		Single		Family	
Youth #	Adult #	Youth #	Adult #	Youth #	Adult #	Youth #	Adult #
3	25	3	26	4	41	6	39

Agency Name:	The Salvation Army and Life House						
Funding Amount:	\$132,619						
Prevention				Homeless Assistance (HA)			
Single		Family		Single		Family	
Youth #	Adult #	Youth #	Adult #	Youth #	Adult #	Youth #	Adult #
14	30	5	40	20	10	5	9

Agency Name:	Legal Aid Society of Northeastern Minnesota-Iron Range						
Funding Amount:	\$28,300						
Prevention				Homeless Assistance (HA)			
Single		Family		Single		Family	
Youth #	Adult #	Youth #	Adult #	Youth #	Adult #	Youth #	Adult #
3	62	1	56	0	0	0	0

Agency Name:	Legal Aid Society of Northeastern Minnesota-Duluth						
Funding Amount:	\$20,960						
Prevention				Homeless Assistance (HA)			
Single		Family		Single		Family	

Youth #	Adult #	Youth #	Adult #	Youth #	Adult #	Youth #	Adult #
1	49	1	43	0	0	0	0

2. Work Plan

Submit brief Action Plan description under each Area.

Area	Expectation	Action Plan
Regular and ongoing monitoring of actual FHPAP services	<p>Describe monitoring and reporting procedures, include:</p> <ul style="list-style-type: none"> Frequency (at least quarterly) List all data sources Include detail of sub-grantee monitoring List parties responsible for creating and reviewing reports, conducting site visits, etc. 	<ul style="list-style-type: none"> FHPAP sub-grantees are required to enter all clients served into HMIS. HMIS reports for Demographics, Income, Exit and Self Sufficiency Matrix will begin to be submitted to St. Louis County on a monthly basis instead of quarterly. This will ensure households served will be documented monthly. FHPAP program will review HMIS data to determine housed at exit, return to shelter and return to program information, 1st time homeless characteristics and length of homelessness. Information will be reviewed quarterly by the Coordinator with Data Subcommittee of Leadership Council to determine trends and continue targeting prevention dollars. HMIS reports and turnaway data will be submitted to the FHPAP Coordinator on a monthly basis. This information will identify trends and reasons for turnaway such as income requirements, referral to other agency or lack of leverage or funding. Population category, such as single, family or youth, is identified for ongoing evaluation. St. Louis County FHPAP Coordinator will receive monthly HMIS and standardized turnaway reports by the 10th of the following month and provide quarterly assessment of households served and turned away to be used by providers and Homeless Response Committee in developing targeting goals. FHPAP Coordinator will submit required quarterly reports to MHFA.

		<ul style="list-style-type: none"> • FHPAP Accountant will receive monthly Expenditure reports that will reflect the dollar amount spent by provider. Accountant will review with Coordinator for accurate reporting and appropriate spending. This report will be submitted to St. Louis County by the 10th of the following month. FHPAP Accountant will submit quarterly expenditures to MHFA. • FHPAP Coordinator will meet with provider sub-grantees at minimum on a quarterly basis to evaluate all available data, discuss trends, monitor the program and allow for provider feedback. Coordinator and Providers will meet additionally as needed for planning. • FHPAP Coordinator will conduct provider site visits throughout the biennium to review case files and provide an opportunity for individual provider concerns to be addressed. • Leadership Council will continue to conduct site visits to provider agencies. • FHPAP Coordinator and Accountant will create reports to summarized data both aggregate and by provider to monitor desired outcomes with the Leadership Council. • Leadership Council will continue to review trends as documented in submitted data on a quarterly basis. • Data sources will include HMIS data by aggregate and by individual provider. Additional data sources such as turnaway documentation has been collected by FHPAP providers and shelters in the 2011-2013 biennium, will continue and will be used to begin targeting populations for prevention and diversion. • FHPAP Coordinator will provide on-going information about available cultural competency trainings to provider sub-grantees and Leadership Council. • Contracts for Legal Aid will include language to delineate type of eviction prevention services performed. Legal Aid will track and report quarterly to FHPAP coordinator.
Consistent funding eligibility & spending	Outline basic eligibility criteria and cap amounts consistent across service area (allowable exceptions based on sub-populations,	<ul style="list-style-type: none"> • FHPAP participants must be below 200% federal poverty guidelines. (Legal Aid participant guidelines are at or below 125% federal poverty guidelines.) • Participants must be homeless or at risk of homelessness with no other housing options available.

guidelines	<p>agency expertise, etc.)</p> <ul style="list-style-type: none"> • If individual programs have additional criteria beyond the basic eligibility requirements, please list and provide rationale 	<p>Providers will document homeless status based on Minnesota's definition of homeless.</p> <ul style="list-style-type: none"> • Participant must demonstrate ability to maintain housing stability following FHPAP assistance. • Participants must provide proof of ineligibility for emergency assistance from St. Louis County. • For direct assistance, participants must be able to contribute toward their solution. • AEOA is administrator of flex funding for all of St. Louis County. This will be evaluated throughout the biennium. • The flex amount available will continue to be allocated to providers at 1/8 of the total amount per quarter. • In the first year of the biennium, FHPAP program will review HH served with flex funds on a monthly basis to begin to align with the Coordinated Assessment goals of regular evaluation for appropriate targeting. • Through review of past biennium data and Fair Market Rent and leveraging of provider funds and expected participant contribution, providers identified that the current FHPAP Prevention Direct Assistance caps of \$600 for youth and singles and \$800 for families and Homeless Assistance caps of \$1,395 for youth and singles and \$2000 for families can remain for the start of the 2013 -2015 biennium and will continue to be monitored. • Participants cannot access FHPAP for longer than 24 months. • St. Louis County will begin to utilize triage assessment tool for FHPAP by September 1st to begin to align with CoC and ESG development for CA.
Funding planning (including allocation) process for FHPAP in corresponding State RFP timeline	<p>Describe plan to develop a reasonable, effective, and collaborative process that leads to fair and transparent funding decisions responsive to community need for 16-17 RFP</p>	<ul style="list-style-type: none"> • Establish quarterly best practices meetings with FHPAP providers to coincide with Leadership Council meetings. • Both provider meetings and Leadership Council meetings will include a review of outcomes data to monitor provider success, and identify characteristics of clients accessing program. • Participation will be increased on the Data Subcommittee to include provider input and extended community involvement with the Leadership Council. • Develop a structured communication plan that better

		<p>incorporates provider, Homeless Response Committee and community input with Leadership Council discussions.</p> <ul style="list-style-type: none"> FHPAP Coordinator will continue collaboration with CoC and ESG Coordinators to provide comprehensive funding availability and allocation information to community providers and Leadership Council Advisory Committee.
Communication	<p>Describe methods in which active and responsive communication with Advisory Committee & MN Housing is ensured including:</p> <ul style="list-style-type: none"> Timely responses to ad-hoc projects Well organized coordination for possible projects including site visits <p>Coordinator is expected to have at least 75% FHPAP meeting (quarterly Coordinator, local Advisory Committee, Annual Grantee, ad-hoc) participation</p> <p>Other communication plans</p>	<ul style="list-style-type: none"> FHPAP Coordinator will continue to attend monthly regional meetings of the Affordable Housing Coalition and Rural Housing Coalition and Homeless Response Committees. This provides essential communication between providers, community members and County and City staff to participate in discussing trends and best practices and to keep apprised of funding streams. Each Coalition has a member that sits on the Leadership Council Advisory Committee which includes MICH REP of MN Housing and meets monthly. AHC and RHC Representatives report each month on the meeting minutes and discussions of each coalition. Providers will be required to attend at least 75% of FHPAP quarterly best practices meetings. FHPAP Coordinator will attend a minimum of 75% of state meetings and conference calls. FHPAP Coordinator will be active on subcommittees of FHPAP state coordinators group and involved in Greater Minnesota best practices meetings. FHPAP Coordinator will work to develop timeline of activities and requirements to be incorporated with CoC and ESG to provide a comprehensive Homeless Response funding calendar. FHPAP Coordinator has engaged providers in developing a clear, comprehensive communication plan that includes timely sharing of meeting agendas and minutes that will be posted on the St. Louis County website. FHPAP meeting minutes will be sent to all sub-grantees and MHFA. Establish Bi-Annual meetings that pull together the Affordable Housing Coalition, Rural Housing Coalition and Leadership Council to analyze needs and gaps and

		<p>develop a priority action plan.</p> <ul style="list-style-type: none"> • Continue Leadership Council site visits to provider agencies. • Continue FHPAP Coordinator site visits to provider agencies. • Continue involvement with greater community in the St. Louis County Ten Year Plan to End Homelessness. • Continue involvement in the HUD assisted Coordinated Assessment planning.
Advisory Committee	<p>Describe ways in which the Advisory Committee members will be:</p> <ul style="list-style-type: none"> • Provided clarity on role and responsibility (e.g.: board manual, training, etc.) • Provided an opportunity to give input on re-design, implementation and evaluation • Representative of service area. If geographic area, service sector or consumer rep membership is vacant, describe efforts to recruit 	<p>The Heading Home St. Louis County Leadership Council Advisory Committee is comprised of appointed members from the St. Louis County and City of Duluth community including representatives from the Affordable Housing Coalition and Rural Housing Coalition, the business community, education, faith community, corrections, homeless service providers, Bois Forte and Fond du Lac Reservations, formerly homeless community and a representative from the MN Interagency Council on Homeless. This Council meets monthly as an overall advisory group regarding county wide projects as they relate to aligning funding streams striving to decrease homelessness in St. Louis County. The Leadership Council provides Data Subcommittee expertise in the analysis of service gaps and local need, and monitoring service projects and outcomes in relation to funding recommendations.</p> <p>This Council was established by recruiting members interested and involved in various disciplines regarding housing and homeless issues. Each member was given with a training manual and several meetings were devoted to educate members on the background of funding streams, history, established programs, resources and other community best practices. As new members are established, there is an orientation providing similar education.</p> <p>Vacancies are filled by an application process with review of applications by committee and recommendations for County Board and City Council appointments.</p> <p>A current list of Leadership Council Advisory members will be distributed to sub-grantee providers and available on the</p>

		St. Louis County website.
Coordinated Assessment	FHPAP grantees & service providers are expected to be actively involved in the planning and implementation of the CoC Coordinated Assessment, as part of the continuum of services available throughout the community's the homeless response system and in alignment with FHPAP's system goal. Please describe how this project will be involved with Coordinated Assessment.	<p>Work with FHPAP providers in regard to Coordinated Assessment has been ongoing. All providers attended the Matt White workshop held in March 2013 to understand Coordinated Assessment core concepts and the various ways it can be implemented in our community. All FHPAP providers have been in attendance for Homeless Response Committee meetings discussing Coordinated Assessment for our community. All FHPAP providers have attended Coordinated Assessment webinars provided by HUD and participated in the HUD Technical Assistance implementation process.</p> <ul style="list-style-type: none"> • Identify roles and responsibilities of multi door access to create appropriate entry points by population. • Develop standard triage and assessment tools to be used by providers for determination of appropriate client program availability.
Reporting	Describe process to ensure timely and accurate reports reflective of actual FHPAP services and expenses	<ul style="list-style-type: none"> • HMIS demographics, income, exit, self-sufficiency matrix reports and turnaway reports are due monthly to FHPAP coordinator. Contract language includes this requirement. • Expenditures documented and submitted to St Louis County Accounting Department on monthly basis for review by FHPAP staff. • Contracts for Legal Aid will include language to delineate type of eviction prevention services performed. Legal Aid will track and report quarterly to FHPAP coordinator.
Client File & Data	Describe process to ensure completeness of required information proving participant eligibility & appropriate service provision	<ul style="list-style-type: none"> • FHPAP eligibility requirements will be outlined and available at all provider locations. • All FHPAP providers will enter participants data into HMIS • FHPAP Coordinator will conduct site visits and review a selection of case files at each sub grantee location to ensure compliance with FHPAP standards. • In coordination with CoC and ESG establish participant file check list. Use checklist to review client files for documentation of program requirements.

3. Strong Recommendations

Area	Expectation	Action Plan
Community & sub-grantee involvement	In the application and through St. Louis's tiered advisory groups, it is unclear the level in which the sub-grantees and the community at-large is able to contribute to the design, implementation and evaluation of the project. Describe the space and opportunity that will be made available in 14-15 for the providers and advisory committee members to provide input at all stages of the FHPAP project.	<ul style="list-style-type: none"> • The Heading Home St. Louis County Leadership Council is a county wide appointed council that meets monthly at a central location, the 4th Wednesday of each month. All meetings are open to the public. This group includes a representative from the Affordable Housing Coalition Homeless Response Committee (AHC-Duluth) and the Rural Housing Coalition Homeless Response Committee (RHC-Iron Range). Each representative provides a summarized report of the Homeless Response Committee's monthly community meetings. These coalition groups are composed of service providers, FHPAP sub-grantees and community members. Discussion includes the FHPAP program, CoC, and ESG funding along with all issues concerning ending homelessness in St. Louis County, such as outreach efforts, trends, Project Homeless Connect and the Community's Ten Year Plan to End Homelessness Summit. These meetings are well attended (regularly 75% attendance or greater from FHPAP sub-grantees) and provide opportunity for communication of current issues and trends and funding concerns with the Leadership Council. • FHPAP providers will attend quarterly meetings designed to take place in the same location just prior to the Leadership Council meetings. Leadership Council is in the process of defining a communication plan that will enhance dialog between service providers, community members, funding staff and Leadership Council members. Leadership Council has continued to make site visits to FHPAP sub-grantee agencies to allow for providers to explain their mission and process for eligible participants. <p>On May 2, 2013 the St. Louis County community held a summit to assess progress on the St. Louis County Ten Year Plan to End Homelessness. This provided an opportunity to identify which goals have been met, which goals have yet to</p>

		<p>be realized and what needs to be updated. This summit brought together over 70 people, including service providers, advocates, St. Louis County staff, City of Duluth staff, the faith community, business leaders and those experiencing homelessness. The summit provided renewed energy and a call to community action towards continuing to decrease homelessness in City of Duluth, and throughout St. Louis County.</p> <ul style="list-style-type: none"> • FHPAP, CoC and ESG Coordinators will participate in City of Duluth Community forums each year. • Monthly meetings of the Affordable and Rural Housing Coalitions and Leadership Council will continue with a strong focus on Coordinated Central Assessment. • Monthly provider reporting, email and phone accessibility between providers and coordinator along with quarterly FHPAP meetings and site visits will allow for monitoring of trends and best practice implementation. • Leadership Council applicants not appointed to the Leadership Council will be invited to participate on various subcommittees to increase community involvement. • Sub-committees will include provider recipients of FHPAP, CoC and ESG funding.
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